



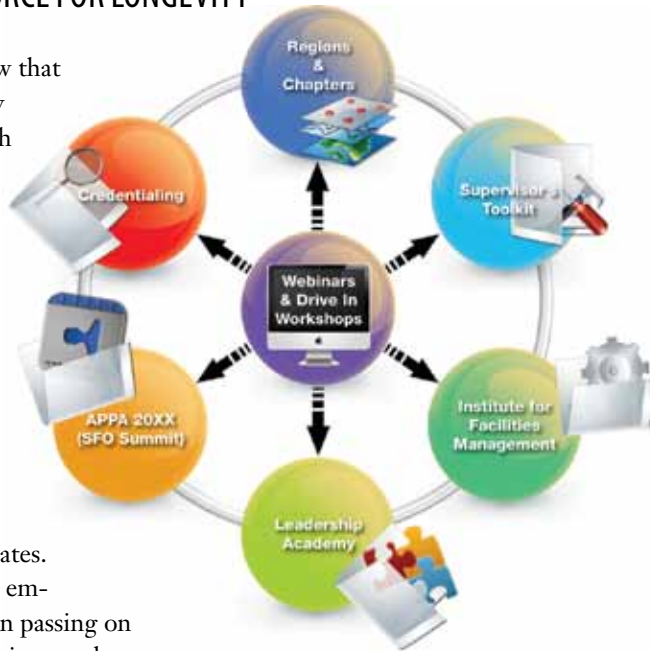
TRAINING YOUR WORKFORCE FOR LONGEVITY

Despite surveys that show that facilities employees generally stay at their institutions much longer than staff in other industries, it is nonetheless a constant struggle for campus facilities administrators to find the right employee for the available position, and then to retain them most productively and effectively.


Many campuses may have open positions but a limited local pool of qualified candidates. Others may have entrenched employees who stay forever, even passing on their jobs (and their work habits, good or ill) to their offspring. Can we train our staffs to be better, more qualified employees who understand their roles and responsibilities in supporting the institution's mission and goals? And when it gets right down to it, how much are we willing to invest in our employees' future and professional development?

At this point I need to quote from Glenn Smith, APPA's current Vice President for Professional Development and newly elected President-Elect for 2012-13; he's speaking in the 2010-11 APPA Annual Report of a condition not unlike the deferred maintenance of buildings. "There is a similar condition that afflicts our people. It's called *deferred professional development* and it results in malaise, lack of motivation, antiquated leadership styles, and an innovation-killing, 'because we've always done it that way' attitude." Glenn's proposed remedy comes in the form of APPA's Professional Development Continuum.

Continues Glenn, "The Professional Development Continuum provides a carefully structured roadmap of educational opportunities for all our facilities professionals, and is designed to not just



fight the symptoms of deferred professional development, but to outfit our people with the tools, skills, concepts, and strategies that keep us ahead of the curve and positioned to truly create a more dynamic future for our institutions and organizations."

Shown above is the APPA Professional Development Continuum upon which and through you and your staff can create a journey of discovery, learning, advancement, and achievement. It is lifelong learning at its best. 

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